National Western Center Triangle Project

DMCC Infrastructure Committee
March 15, 2019
Triangle Project Update
– Educate and inform community about the current and future of the National Western Center (NWC) campus

How will the City deliver the Triangle project
– Performance Based Infrastructure (PBI) 101
– Denver’s PBI Program
– Next Steps:
  • Process for selecting development partner
  • Future community outreach

Q&A
A City filled with rich history and a pioneering spirit.

A City that continues to innovate.

A City that makes a difference.

A CITY OF PIONEERS
<table>
<thead>
<tr>
<th>Year</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>Mayor Hancock commits to keep the Stock Show in Denver</td>
</tr>
<tr>
<td>2013</td>
<td>Citizen’s Advisory Committee Formed</td>
</tr>
<tr>
<td>2014</td>
<td>Venue Feasibility Study (SAG)</td>
</tr>
<tr>
<td>2015</td>
<td>Campus Master Plan, HB 15-1344, Ballot Measure 2C, RTA Award</td>
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<tr>
<td>2016</td>
<td>Mayor’s Office of the National Western Center Formation</td>
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<tr>
<td>2017</td>
<td>Framework Agreement, Program Baseline</td>
</tr>
<tr>
<td>2018</td>
<td>Authority Board Formed</td>
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<tr>
<td>2019</td>
<td>Phases 1 &amp; 2 Construction, Sponsoring Agency for PBI program</td>
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</table>
The City, the Authority, WSSA and CSU executed a Framework Agreement (contract) in September 2017.

This agreement formalizes rights and obligations with respect to governance, design, construction, operation, maintenance and funding of NWC Campus, including the Triangle.

The agreement provides that all parties will work together to support the future phases of the NWC.
Site Plan Evolution

Master Plan

Baseline

Site Plan
Establish a neutral, standardized and transparent process to evaluate and execute potential partnerships with the private sector to deliver public infrastructure.

Ensure any potential projects stays true to Denver’s core values:

- Inclusion
- Equity
- Economic opportunities
NWC Triangle Project Goals

• Advance the vision and mission of the National Western Center

• Activate the NWC Campus to serve local neighborhoods / region

• Integrate with NWC Phases 1 & 2 and the surrounding neighborhoods

• Align with current construction phasing and on-going operations

• Minimize financial obligations for the City

• Implement world-class operations and venue management practices

• Partnership
City and County of Denver
Contract counterparty
Principal land and facility owner.

City and County of Denver | PBI Office
Leading the procurement process to select a development partner.

Mayor’s Office of the National Western Center (NWCO)
Sponsoring Agency for the Triangle Project—responsible for content development, Responsible for construction of Phases 1 & 2.

The National Western Center Authority
100-year lease with the City and County of Denver. Signatory to the Framework Agreement.
NWC Triangle Project Overview

FUTURE PHASES FOR THE CAMPUS

60 acre site
Four Required Assets: (~18 acres)
- Redeveloped 1909 Historic Building
- New approx. 10,000-Seat Arena
- New Expo Hall
- Supporting Parking

Additional supporting development to activate the campus year-round (~42 acres)
### Triangle Project Cost Assumptions

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<tr>
<th>Facility Capital Cost</th>
<th>Amount</th>
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<td>10,000 Seat Arena</td>
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<td>1909 Building Restoration</td>
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<tr>
<td>Historic Buildings</td>
<td>$9.7M</td>
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<tr>
<td>Coliseum Parking Lot</td>
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<tr>
<td>Environmental Remediation</td>
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### Facility Capital Cost Assumptions

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**Total**: $528M
Triangle Project
Development Assumptions

- Approximately 60 acres
  - Public elements (~ 18 acres)
    - Redeveloped 1909 Historic Building
    - New approx. 10,000-Seat Arena
    - New Expo Hall
    - Supporting Parking
  - Private development opportunities (~ 42 acres)
- The land not required for the Public Elements will be available for the development of other uses to be proposed by the Developer.
PUBLIC ELEMENTS: 1909 BUILDING & HISTORIC BUILDINGS
PUBLIC ELEMENTS: OTHER SITE WORK
National Western Center
Available Land

DENVER
THE MILE HIGH CITY

Private Development
Operations & Maintenance

- Input - Output
- Requirements
- Control
- Resources
- Overseeing
- Strategy
- Planning
- Cost
Funding through a variety of sources:

Private Development Value
- Developer will make payments for the rights to develop private real estate on the site
- These funds will be contributed directly to fund construction costs of the Public Elements

Tax Increment Revenue (“TIF”)
- City is pursuing, in cooperation with the Denver Urban Renewal Authority, to designate an urban renewal area on the Triangle Metropolitan District
- City anticipates organizing Title 32 metropolitan districts on the Private Development area which would have the ability to impose and collect a mill levy
Why PBI Delivery for Triangle Project?

Quantitative analysis found similar costs between delivery methods

PBI approach offers:

- Single counterparty to coordinate the planning between public and private parties
- Transfer of risk
- Faster delivery schedule
- Integration of site planning, vision, and interface to improve outcomes
- Access to operational expertise for specialized facilities
- Transfer of long-term performance risk to ensure Project success
To view the complete business case, please visit:

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<td>City Council and Community Outreach</td>
<td>January/February/Ongoing</td>
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<tr>
<td>Triangle Opportunity Day (PBI Industry Forum)</td>
<td>February 11, 2019</td>
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<tr>
<td><strong>Triangle RFQ Issuance</strong></td>
<td><strong>March 1, 2019</strong></td>
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<tr>
<td>Pre-SOQ One-on-One Meetings w/ Proposers</td>
<td>Spring 2019</td>
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<tr>
<td>City Council and Community Meetings w/ summary of RFQ submissions</td>
<td>Spring 2019</td>
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<tr>
<td><strong>Request for Proposals</strong>*</td>
<td><strong>Fall 2019</strong></td>
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<tr>
<td>Interviews/One-on-One Meetings</td>
<td>Winter 2019-Spring 2020</td>
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<tr>
<td>Proposal Submission</td>
<td>Summer/Fall 2020</td>
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<tr>
<td>Selection of Preferred Proposer</td>
<td>Winter 2020</td>
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<tr>
<td>City Council Action on Project Agreement</td>
<td>Winter 2020</td>
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<tr>
<td>Execution of Final Project Agreement</td>
<td>Winter 2020</td>
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*Assumes ongoing City Council and community engagement.*
Questions?